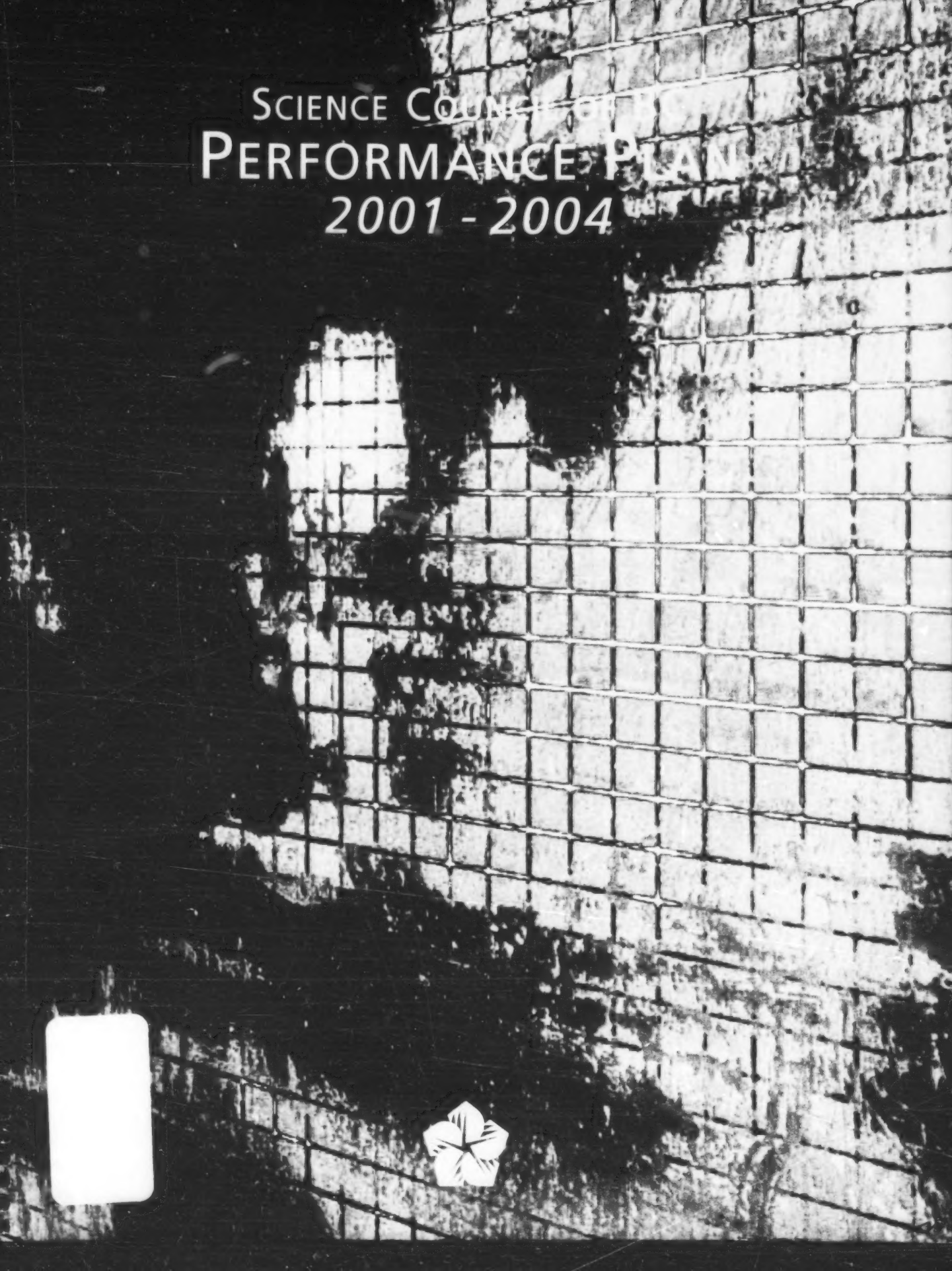
SCIENCE COUNCIL
PERFORMANCE PLAN
2001 - 2004



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1. VISION

The Science Council of British Columbia will be recognized as the province's preeminent organization for promoting economic development opportunities through innovative applications of science & technology.

Over the past two decades, the Science Council has played an important role in the province's economic and quality of life development, through the delivery of science and technology programs. These programs provide small- and medium-sized companies with access to capital to support preliminary development of new businesses and products; and increase awareness – particularly among youth – of career opportunities in the emerging innovation economy.

The Science Council's vision anticipates building upon our established strengths and recognized abilities as British Columbia continues to position itself to prosper in an increasingly global and competitive world. Through innovative applications of science and technology, our traditional resource-based industries can be internationally competitive and sustainable. Our developing high-tech sector, which has shown tremendous growth in recent years, will match jurisdictions such as Ontario and Massachusetts in size and activity. And all of this growth will be driven by world-class knowledge workers, developed through our education institutions, who choose to base their careers in British Columbia because of the unequaled opportunities and quality of life it offers.

The Science Council's mandate, and its core operating budget, are administered through the province's Information, Science and Technology Agency (ISTA). The established role of the Science Council, and the core competencies for which it has an established reputation, reflect key priorities in ISTA's own performance plan: facilitating the development (job creation and investment) of BC's high-tech sector; promoting the benefits and opportunities of the knowledge-based economy; and facilitating new private sector investment in research and development. The Science Council's work in these areas supports the broader vision of growth and prosperity for BC, and the organization remains well positioned to contribute to their achievement.

2. MISSION

The Science Council's mission is to promote economic development – which in turn enhances the quality of life for our residents – across British Columbia, through innovative applications of science and technology.

This mission statement is based on the details of The Science Council Act, an act of legislation with the following duties:

- Encourage development and application of advanced technology to meet the needs of industry in British Columbia including the implementation, administration and funding of programs and the organization and management of projects and initiatives that serve to further the objectives set out in this section
- Consider all matters brought to its attention by the minister and if required by the minister report its findings to the minister
- Formulate recommendations to the government respecting the acquisition, development and dissemination of scientific, technological and scholarly knowledge to promote the industrial, economic and social development of British Columbia
- Advise the government on implementation of science policy
- Gather and organize information on scientific research
- Facilitate discussions on science policy with Canada or a province or with an interested person
- Recommend to the government the establishment and awarding of fellowships, scholarships, exhibitions, bursaries, grants and prizes to encourage development of improved technology and retention of skilled research personnel in British Columbia
- Evaluate research and development proposals and make recommendations to the government respecting funding of these proposals.

3. VALUES

The values we place on our work environment, the quality of our work, and the overall role of our organization are the same: accountability, flexibility, credibility, effectiveness and creativity.

The statement above incorporates both internal (the environment within which we work and how we work) and external (the kinds of programs we provide and their effectiveness) values. Internal values include recognition that our staff and volunteers are the source of our strength as an organization, and that we value their contributions and expertise. External values include accountability to the province's residents while fulfilling our legislated mandate, and anticipating and responding to issues related to science and technology that affect the province's economic growth.

One important way Science Council staff interpret these values is recognizing the role we can play in helping other science and technology organizations succeed in achieving their goals. The Science Council has a long tradition of initiating and coordinating collaboration with a wide variety of organizations, generally ones that have a very specific focus under the umbrella of science and technology. Our staff sit on a number of external boards and committees; we support a variety of initiatives to attract greater interest in science and technology careers (i.e. Alternative Routes to Computing, the Women in Technology & Trades working group); and we offer support and expertise to new initiatives tied to the emerging innovation economy (i.e. Innovate BC, BC Photonics Industry Association).

4. ENVIRONMENTAL SCAN & STRATEGIC ISSUES

The Science Council's mandate and activities encompass a diverse collection of client groups, from private sector entrepreneurs developing new businesses using innovative science or technology, to post-secondary students, to the general public.

The Science Council's activities can be grouped into three categories: delivering research and development programs to industry; promoting skill development for the emerging innovation economy; and enhancing public awareness and information about science and technology issues. An environmental scan must begin with an overview of the client groups, or target audiences, in these three categories.

Since its formation over 20 years ago, the Science Council has become recognized for its ability to cost-effectively administer research and development programs related to science and technology. Two of our current flagship programs include Technology BC (contracted from the Information, Science and Technology Agency) and Forest Renewal BC's research program (contracted from Forest Renewal BC). The former is currently designed to assist very small companies (maximum of five employees) in the early stages of developing a new business or product; the latter supports a broad range of forest sector research, primarily undertaken by provincial organizations and academia.

Our efforts to promote career opportunities in the emerging innovation economy take the form of the provincial graduate research engineering and technology (GREAT) scholarship for graduate students working in collaboration with industry; and IBM's scholarship for undergraduates studying science or engineering. Recognizing that decisions (or at least perceptions) about careers can be made at a very young age, the Science Council also undertakes activities aimed at making K-12 students, and especially young women, aware of opportunities.

While the client groups for the first two categories of activities can be defined with a reasonable degree of specificity, our activities related to enhancing public awareness cover a range of groups whose make-up is not constant. International activities focus on making BC technology companies aware of foreign science and technology opportunities and markets. Planning & Analysis undertakes sector-specific research and coordination projects, in collaboration with partner organizations. And opportunities to enhance discussion about specific science and technology issues vary from forums targeted to a specific industry, to academic conferences, to education of the lay public. Within the context of this broad and diverse client base, and as a basis for developing effective strategies and setting meaningful measurements, the Science

Council's environment scan can be broken into three key strategic issues:

Broad economic & social factors affecting the entire province. These include:

- The shift from economic fundamentals that were the basis for growth in the past century (capital, resources) to an emphasis on the value of innovation and knowledge workers. This shift is placing an increasing premium on the skills and experience of the workforce to drive innovation and growth, and so there is tremendous competition for access to these knowledge workers. Availability of education and training resources; coordination between academia and private sector to anticipate the kinds of workers and skills that will be needed; and increasing the number of post-graduate students who study, and stay, in the province affect the number and quality of knowledge workers that BC fosters.
- The need to increase leverage from BC's emerging high-tech sector, and position the province to compete in a global market. This is related to the province's ability to compete with other jurisdictions for capital investment, and access to capital for the small companies and entrepreneurs that drive new business creation.

Specific factors affecting science & technology organizations. *These include:*

- The public's understanding of how science and technology can drive economic growth and create career opportunities. A related factor is the public's desire to be educated and consulted about emerging science and technology topics.
- The province's ability to support investment in education and research and development at levels required to make BC globally competitive. There currently is a shortage of human resources and skills to support the desired level and growth in science and technology, and investment in R&D (by both public and private sectors) is low compared to other jurisdictions
- Competition for existing funds by new organizations working to promote S&T investment (typically within very narrowly-defined sectors).

Factors Uniquely Affecting Science Council. These include:

- Reconciling a province-wide mandate with the fact that the majority of business development incorporating science and technology applications is in the Lower Mainland.
- The need to balance Science Council's support of the province's ever-broadening range of initiatives to advance the innovation economy, with available funding for the activities.
- Client groups' perception that reductions in funding for key programs reflect a lack of commitment or value placed on the goals these programs represent (i.e. Technology BC or GREAT scholarship R&D support).

5. GOALS, STRATEGIES & TACTICS

The Science Council has defined four strategic goals that will, alone and in combination, enable us to achieve our mission of promoting economic development across the province through innovative applications of science and technology.

The Science Council's four strategic goals are to:

1. Encourage science- and technology-based business development
2. Stimulate strategic job creation and skill development, and initiate labor market-related studies
3. Foster innovative research and development
4. Increase awareness of science and technology opportunities.

In general the Science Council's key functions can be grouped into three categories: delivering research and development programs to industry (programs); promoting skill development for the emerging innovation economy (skills); and enhancing public awareness and information about science and technology issues (awareness). For each of the four goals the Science Council has defined, the specific activities undertaken fall into one of these three categories, creating a simple matrix for cross-referencing our activities with strategic goals and overall mission.

The following sections discuss each goal in detail: specific implications of the overall environmental scan, tactical activities undertaken to achieve the goals, and performance measures and targets.

Strategic Goals & Tactical Activities - Summary

	S&T Business Development	Skill Development & Job Creation	Foster Innovative R&D	Awareness of S&T Opportunities
Programs	• Technology BC • Coordinated R&D investments for key sectors	• Science fair students career development	• Technology BC • Forest Renewal BC Research • Fisheries Renewal BC • STIP • Knowledge Development Fund • Revenue development	• High school & science fair student awards
Skills	• Tracking innovation economy trends	• GREAT & IBM scholarships • Track S&T education trends; publish reports • Employee/ employer events	• GREAT & IBM scholarships	• Research & analysis of key S&T issues • Initiatives to encourage increased participation by under-represented groups in S&T careers
Awareness	• R&D Hub initiative, to attract international technology & investment to BC • Initiatives recommended by volunteer experts, to increase awareness of, & opportunities for international science and technology business • Sponsorship of S&T organizations	• Coordinate regular meeting/networking of organizations focusing on K-12 • Sponsorship of HR-related activities by other organizations	• Updating High-Tech Sector Report • R&D Hub initiative, to attract international technology & investment to BC • Aquaculture R&D initiative • Science Council of BC Awards • Program promotion	• Promoting success stories • Client & market survey: value of funded programs, needs/ opportunity assessment • Electronic publishing • Increase awareness of S&T as business/ economic driver • Web site • Science Council of BC Awards • Public events organized by SCBC • Volunteer recruitment

Descriptions of activities are included in Appendix I.

Goal 1: Encourage science- and technology-based business development

A combined business- and sector-level approach. At the business level, we will leverage our credibility in program management to continually source and deliver new funds for business development programs. At the sector level, we will facilitate investigation of new business opportunities in the innovation economy, as a basis for planning and strategizing by others.

The range of activities that can be undertaken to achieve this goal will be limited by the Science Council's overall funding. Therefore we will be strategic (focused) in selecting activities that will have the highest impact or return on investment. This emphasis on focus and leverage means our business-level activities will focus on small- and medium-sized technology businesses, and our sector- level activities will focus on areas where our involvement will have the greatest impact.

Tactics & Measures: Specific activities, performance measures and targets for this goal are summarized in the following table.

"Ever since I first encountered the Science Council, I thought it was one of the most intelligent programs ever implemented by government. It brings the business and science communities together on a volunteer basis to help each other and help the economy grow."
Science Council Volunteer
***Synapse* Summer 2000**

"If we hadn't received Science Council support in the early 1980's, this company wouldn't exist."
Former R&D Grant Recipient
***Synpase* September 2000**

Goal 1 - Encourage Science- And Technology-Based Business Development Activities, Measures & Targets

			Targets		
	Activities	*Measures*	*01/02*	*02/03*	*03/04*
Programs	Technology BC	Number of projects funded	24	24	24
		Average value of funding	$150,000	$150,000	$150,000
		Leverage from matching funds	1:1.3	1:1.3	1:1.3
		Projects achieving technical objectives	75%	75%	75%
	Coordinating R&D investments for key sectors	New requests for staff to fulfill coordination & facilitation roles	1	1	1
Skills	Tracking innovation economy trends	Subscriber demand & use surveys	Establish baseline	Increase demand	Increase demand
Awareness	R&D Hub initiative to attract international technology and investment to BC	Recruitment of BC proponents	20 "champ-ions"	tbd	tbd
	Initiatives recommended by volunteer experts, to increase awareness of, & opportunities for international science and technology business	Participation levels, client surveys, responses etc. as appropriate to each initiative	67% rate good or better overall	67% rate good or better overall	67% rate good or better overall
	Sponsorship of S&T organizations	Evaluation surveys	Anecdotal		

Descriptions of activities and measures are included in Appendix I.

Goal 2: Stimulate strategic job creation & skill development

Working in collaboration with other organizations, we will take the initiative in identifying critical issues; generating relevant information upon which policies and programs can be developed; delivering and supporting programs and projects; and publicizing the results (and implications) of initiatives.

While the Science Council is not in a direct position to create jobs or deliver education, we will play a leading role in helping the private and public sectors understand issues related to human resources and employment, as they support the innovation economy and development of knowledge workers. The issue of women working in technology careers (i.e. young women in K-12) will be our initial focus, given the resource need and untapped potential of this group.

Tactics & Measures: Specific activities, performance measures and targets for this goal are summarized in the following table.

"...11 of the companies on T-Net British Columbia's "top 20" list of publicly traded technology firms received R&D funding from Technology BC..."
***Synapse* Summer 2000**

Company	*Employees*
CREO	1,500
PMC-Sierra	426
Ballard Power Systems	750
QLT Phototherapeutics	260
Sierra Wireless	100
Pivotal Corporation	350
Angiotech Pharmaceuticals	39
NII Norsat International	110
Westport Innovations	70
Forbes Medi-Tech	50
Inex Pharmaceuticals	60

Goal 2 - Stimulate Strategic Job Creation & Skill Development
Activities, Measures & Targets

			Targets		
	Activities	*Measures*	*01/02*	*02/03*	*03/04*
Programs	Science fair students career development	Survey of students' opinions/ perceptions of science careers after event	75% strongly intend to pursue education in S&T	75% strongly intend to pursue education in S&T	75% strongly intend to pursue education in S&T
Skills	GREAT & IBM scholarships	Number of students supported	60	Maintain	Maintain
		Scholarship funding	$1.1M	Maintain	Maintain
		Leveraged funding (GREAT only)	1:1	1:1	1:1
	Track S&T education trends; publish reports	Subscriber demand & use surveys	Establish baseline, set target	Tbd	Tbd
	Employee/employer events	Participant response to/rating of events	67% rate good or better	67% rate good or better	67% rate good or better
Awareness	Coordinate regular meeting/networking of organizations focusing on K-12	Participation rates & satisfaction surveys	67% rate good or better	67% rate good or better	67% rate good or better
	Sponsorship of HR-related activities by other organizations	Participant response to/rating of events	67% rate good or better	67% rate good or better	67% rate good or better

Descriptions of activities and measures are included in Appendix I.

Goal 3: Foster innovative research and development

We will be proactive in identifying opportunities to increase overall funding for innovative R&D, while simultaneously positioning ourselves as the most effective and efficient organization for delivering these funds.

As an advocate for investment in research and development (R&D), the Science Council will work to facilitate development of infrastructure, education and programs between the public and private sectors. Fundamentally, all of our activities relate in some way to promoting greater appreciation and support for R&D as fundamental to achieving economic growth.

For specific R&D programs delivered by the Science Council, our process of using thorough peer review of funding applications is a unique feature for ensuring maximum leverage from resources committed. Our volunteer peer reviewers are drawn from around the province, and represent expertise in a wide variety of fields. In addition to the scientific rigor of the process, their participation in selecting applicants for support provides an important element of public accountability to the programs that the Science Council delivers.

As reflected in our strategy statement for fostering innovative research and development, the Science Council will continually look for opportunities to increase resources available, beyond the traditional sources. We have implemented a revenue development initiative to source new (e.g. private sector) funds that could be used to support more R&D work. Several specific opportunities are currently in the early stages of feasibility study, and recommendations for proceeding will be made during this reporting year.

Tactics & Measures: Specific activities, performance measures and targets for this goal are summarized in the following table

"GREAT works! It works for the successful candidates who receive substantive financial support. It works for industry by building excellent partnerships with universities and with potential new employees. And, finally, it works for BC by helping to ensure that our best graduates – in whom so much is invested – are motivated to stay in BC after graduation..."
Science Council Volunteer
***Synapse* November 2000**

Goal 3 - Foster Innovative Research And Development
Activities, Measures & Targets

			Targets		
	Activities	*Measures*	*01/02*	*02/03*	*03/04*
Programs	Technology BC Forest Renewal BC Fisheries Renewal BC STIP Knowledge Development Fund	Completed projects that meet technical objectives	75% (baseline)	Maintain baseline	Maintain baseline
		Dollars leveraged	1:1.3	1:1.3	1:1.3
	Revenue development	Complete foundation and investment feasibility studies	Recommendation on implementing	tbd	tbd
Skills	GREAT & IBM scholarships	Number of students supported	60	Maintain	Maintain
		Scholarship funding	$1.1M	Maintain	Maintain
		Leveraged funding (GREAT only)	1:1	1:1	1:1
Awareness	Update Benchmark High-Tech Sector report	Publication of updated report	Secure funding	Update & release report	
	R&D Hub initiative to attract international technology and investment to BC	Recruitment of BC proponents	20 "champions"	tbd	tbd
	Aquaculture R&D initiative	Funding commitments to support creation of program	$100,000 (with min. 1:1 lev.)	Increase new funds	Increase new funds
		Secure contract to deliver program	Recover all costs to deliver program	Recover all costs to deliver program	Recover all costs to deliver program
	Science Council of BC Awards	Number of nominations	50	Increase 5%	Increase 5%
	Program promotion	All programs fully subscribed	100%	100%	100%

Descriptions of activities and measures are included in Appendix I.

Goal 4: Increase awareness of science and technology opportunities

Positioning the Science Council as a non-partisan source of credible information, we will initiate public discussion and education on important science and technology issues.

The intent of this goal is to gain support for the role of science and technology in creating economic growth. Awareness of opportunities will result in increased investment, research and development activity and employment.

To be credible in promoting public awareness around science and technology issues, the Science Council must be seen as an "honest broker" of information. To maximize the effectiveness of resources available, awareness and promotion efforts will be targeted at a few well-defined groups that have the greatest impact on public awareness of/support for science and technology issues. Resources also dictate the types of partnerships undertaken. The primary type will be significant commitments to a few strategic collaborations that will reach our key target audiences, and present the Science Council as a primary organizer/supporter. The second will be contributions to other organizations promoting science and technology opportunities (particularly to groups other than our core targets).

Tactics & Measures: Specific activities, performance measures and targets for this goal are summarized in the following table.

"This [Science Council of BC Awards] annual dinner is one of the defining moments of BC's science and technology community."
Former Minister of Advanced Education, Training & Technology
The Honourable Graeme Bowbrick
***Synapse* November 2000**

Goal 4 - Increase Awareness of Science & Technology Opportunities
Activities, Measures & Targets

			Targets		
	Activities	*Measures*	*01/02*	*02/03*	*03/04*
Programs	High school & science fair student awards	Number of awards given	13	13	13
Skills	Research & analysis of key issues relating to opportunities/barriers in S&T	Number of studies completed	2	2	2
	Initiatives to encourage increased participation by under-represented groups in S&T careers	Participant response to/rating of initiatives	67% rate good or better	67% rate good or better	67% rate good or better
Awareness	Promoting success stories	Earned media	45 stories	55 stories	65 stories
	Client & market survey: value of funded programs, needs/ opportunity assessment	Complete survey	Establish baseline, set targets	Meet targets	Meet targets
	Electronic publishing	Number of subscribers	2,500	3,000	3,500
	Increase awareness of S&T as business/ economy driver	Importance placed on S&T among target audiences	Define audiences & profile	Establish baseline, set target	Meet target
	Web site	Number of unique visitors per month	2,000	2,200	2,500
	Science Council of BC Awards	Earned media coverage	5 stories	5 stories	5 stories
		Award sponsorship	Increase 5%	Increase 5%	Increase 5%
		Attendance	100%	100%	100%
	Public events organized by SCBC	Attendee satisfaction (post-event survey)	67% rate good or better	67% rate good or better	67% rate good or better
	Volunteer recruitment	Number of volunteers	400	Maintain	Maintain
		Average tenure	3 years	Maintain	Maintain

Descriptions of activities and measures are included in Appendix I.

6. CONCLUSION

Through its staff, Board and extensive volunteer structure, the Science Council has significant capabilities, knowledge and potential to support science- and technology-based economic growth throughout British Columbia.

This performance plan sets out our organization's purpose, specific strategic goals related to that purpose, and progress toward these goals expected within the next 12 months and beyond. This is the first performance plan presented by the Science Council under the format requirements of the new Budget Transparency & Accountability Act. Since 1995, the Science Council has rigorously followed a planning cycle involving business planning and performance measurement as key components. This experience and foundation has enabled the Science Council to readily adapt to the new Performance Plan requirements.

In early March of 2001, the Honourable Cathy McGregor, Minister responsible for the Science Council, advised the Council of the desired focus for its activities in 2001/ 2002. The following key functions were identified:

- Deliver research and development programs to industry in a timely and efficient manner
- Enhance skill development required to support the growing high technology sector in BC
- Promote general awareness of science and technology in BC.

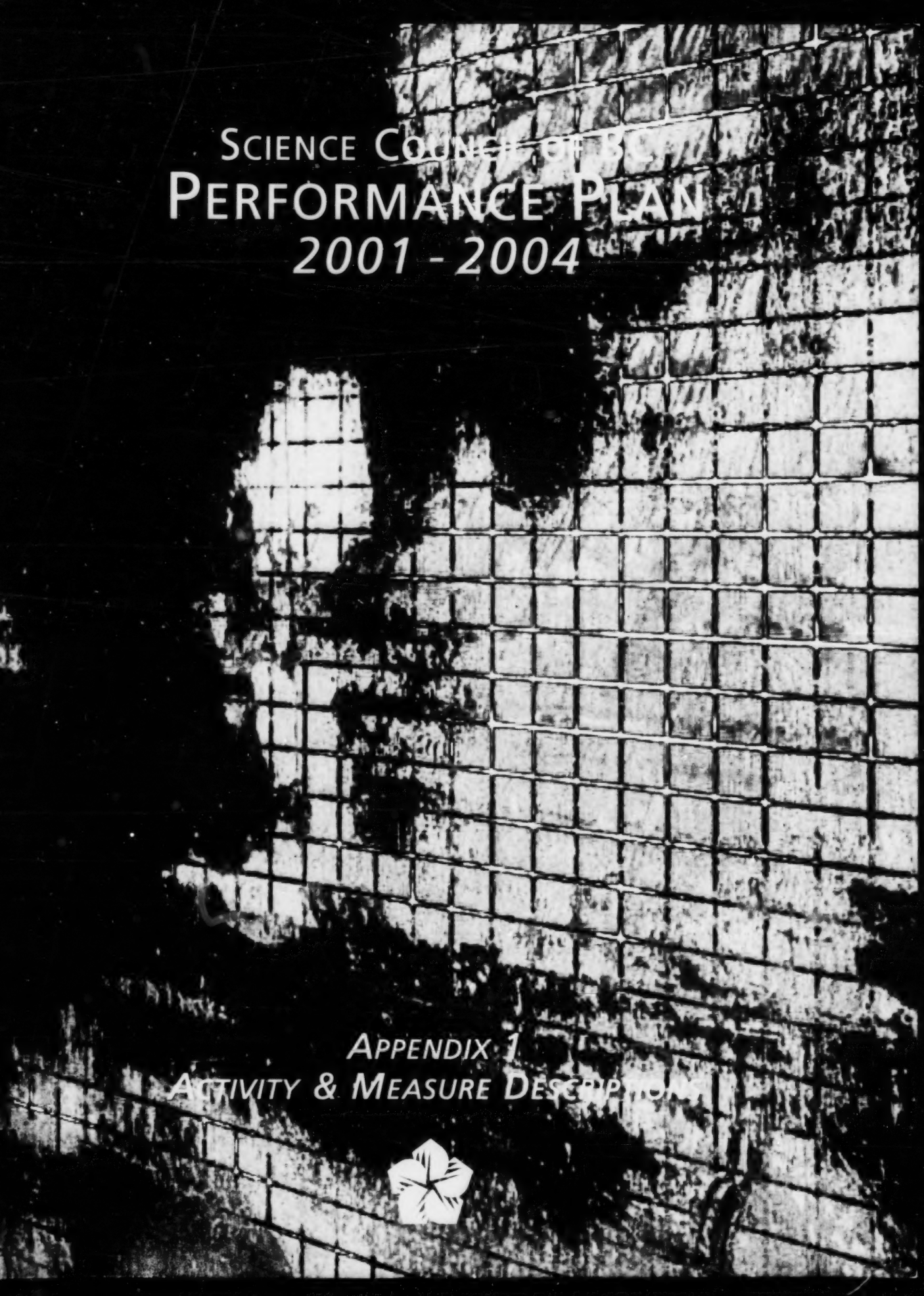
These functions represent a refinement of the Science Council's mandate and a different approach to its operations. Responding to this direction, this performance plan has been structured to reflect these key functions. The Science Council recognizes the need for flexibility in the implementation of its performance plan to accommodate direction set by the Minister responsible for its activities.

A primary assumption in this performance plan is that future funding will be available and sufficient to support the activities in this plan. The Science Council is on track for the implementation in 2000/ 2001 of year two of its three-year expenditure reduction contingency plan. Continued implementation of the contingency plan will further reduce the Science Council staff and resources from the 2000/2001 levels. During 2001/2002 all remaining unrestricted appropriations held by the Science Council would be exhausted as it reduces core operations to the level sustainable by the funding it receives through the Science and Technology Fund. The scope of the Science Council's operations will depend upon the level of support provided by government and the level of additional revenue generated

through Science Council's initiative (e.g. through the establishment of a foundation, through program changes, through other funding sources and business development, etc.)

The 2001 Performance Plan is based on an extrapolation of the best available information at writing. Several factors could have an impact on the plan in the near term. The implementation of the Science Council's contingency plan may be accelerated by any shortfalls in planned revenues (e.g. by the continued holdback of any frozen 2000/2001 funds). The Minister responsible for the Science Council has advised that she is prepared to consider the provision of 2001/2002 funding under a single "block fund" contract. Under this arrangement, the Science Council could assume increased responsibility and accountability for allocation decisions among its activities and programs. This approach could help offset the impact of reduced funding and would better support multi-year planning. In addition, the conclusions of the Treasury Board program review may affect the Science Council's operations.

The Science Council of British Columbia is a vibrant organization with a dedicated and skilled staff. The Council is recognized as an organization that makes a valuable contribution to the government's initiatives to advance the innovation economy in British Columbia. Through its staff, Board and extensive volunteer structure, the Science Council has significant capabilities, knowledge and potential to support science- and technology-based economic growth throughout British Columbia. •



SCIENCE COUNCIL OF B...
PERFORMANCE PLAN
2001 - 2004

APPENDIX 1
ACTIVITY & MEASURE DESCRIPTIONS

Goal 1 – Encourage S&T Business Development Activities & Measures		
Category	*Activities*	*Measures*
Programs	*Technology BC* is a program funded by ISTA and administered by the Science Council, designed to assist very small companies (maximum 5 employees) in the early stages of developing a new technology-based business or product.	Based on the expected program budget for FY02, 24 projects can be funded, at an average value of $150,000. Leverage is calculated from contributions (cash and in-kind support) by participating companies. Every funded project has a clearly defined technical objective (outcome); the historical success rate for achieving this objective is 75% of companies funded.
	Coordinating research and development investments for key sectors; assisting various stakeholder groups in establishing a shared vision and priorities for R&D activities in their sector. An example is the current aquaculture R&D initiative.	These activities are initiated by Science Council staff responding to a perceived need, or a direct request for assistance from a sector. At current staff levels, we are able to undertake one new initiative annually.
Skills	Tracking innovation economy trends entails research and studies around specific issues affecting BC's transition to new economic drivers (i.e. career, business & sector opportunities; general awareness of S&T issues).	Initiate a system for tracking the requests received for reports and studies published by the Science Council, and follow-up with subscribers to assess how the information is being used, its perceived value, etc.
Awareness	Research and Development Hub Initiative was conceived by Science Council volunteers (senior private sector executives), to promote the cost effectiveness and work quality of BC's research sector. The message will be delivered opportunistically by senior BC executives to counterparts in Asia, through the course of their ongoing business interactions.	Having developed an effective message promoting the benefits of BC's R&D capabilities, recruit 20 "champions" from BC businesses to raise the idea with their counterparts in Asia and/or support local promotional efforts with international business leads generated.
	Initiatives recommended by volunteer experts, to increase awareness of, and opportunities for international science and technology business encompasses a wide variety of activities aimed at opening foreign markets for BC science and technology businesses, and attracting foreign S&T investment to BC. Examples include recent MOU's signed with China and Punjab.	Each initiative is conceived with a specific target audience in mind; the effectiveness can then be measured through surveys of these target audiences. The level of follow-up assessment will match the effort and resources committed. (Target based on number of responses.)

Goal 1 – Encourage S&T Business Development Activities & Measures		
Category	*Activities*	*Measures*
Awareness (continued)	Sponsorship of other science and technology organizations; as a Crown agency with a provincial mandate, the Science Council is in a unique position to act as a liaison and coordinator between the many S&T organizations devoted to very specific (narrow) mandates. We are also in a position to use some of our resources to support specific events by these organizations.	Evaluation surveys will be used, where appropriate, to assess participants' satisfaction with events co-sponsored by the Science Council.

Goal 2 – Stimulate Job Creation Activities & Measures		
Category	*Activities*	*Measures*
Programs	Science fair students career development is an annual event that coincides with the awards dinner. In collaboration with Science Fair Foundation, BC students who participated in the national science fair competition are brought to Vancouver for an opportunity to meet with career role models from the business and academic communities.	Survey of students' opinions/perceptions of science careers after the event; assess its effectiveness in demonstrating the variety of career options in science and technology, and the students' interest in pursuing this path.
Skills	GREAT and IBM scholarships are administered by the Science Council. GREAT (graduate research, engineering and technology) offers up to $20,000 annually to graduate students conducting research in collaboration with a BC company. IBM Canada Ltd/Pacific Development Centre scholarships support 10 high school students entering a full-time post-secondary institution to study a science-related field.	IBM is committed to funding 10 scholarships annually. At expected FY02 budget levels, GREAT will support 50. Together the programs support 60 students. At expected FY02 budget levels, the total budget for these scholarships is $1.1 million. GREAT requires contributions from the companies participating. The leverage ratio (cash and in-kind support) from these contributions is 1:1.
	Track science and technology education trends and publish reports.	Initiate a system for tracking the requests received for reports and studies published by the Science Council, and follow-up with subscribers to assess how the information is being used, its perceived value to users, etc.
	Employee/employer events encompass a variety of activities (e.g. networking lunches, career fairs, workshops) designed to create awareness of career opportunities in science and technology sectors.	Participation rates and satisfaction surveys will be used to set baselines and measure effectiveness of these events. (Target based on number of responses.)
Awareness	Coordinate regular meeting/networking of organizations focused on science and technology issues for K-12 students. There are a number of organizations in BC undertaking activities in this area, and the Science Council has demonstrated an ability to act as a catalyst for encouraging collaboration and sharing among these groups (i.e. the studies on marketing science to children published in 2000).	Participation rates and satisfaction surveys will be used to measure effectiveness of the Science Council's coordinating efforts. (Target based on number of responses.)

Goal 2 – Stimulate Job Creation Activities & Measures		
Category	*Activities*	*Measures*
Awareness (continued)	Sponsorship of human resources activities by other organizations. Given budget limitations, contributing staff expertise and limited funds to initiatives led by other organizations can be an effective method for focusing resources and priorities.	Participation rates and satisfaction surveys will be used to set baselines and measure effectiveness of activities supported by the Science Council. (Target based on number of responses.)

Goal 3 – Foster Innovative R&D Activities and Measures		
Category	*Activities*	*Measures*
Programs	*Technology BC* is a program funded by ISTA and administered by the Science Council, designed to assist very small companies (maximum 5 employees) in the early stages of developing a new technology-based business or product. *Forest Renewal BC Research Program* supports research in seven key areas: sustainable harvest; environmental values; sustainable forest management; expanding the value-added sector; workforce development; forest community support; and increasing Forest Renewal BC's effectiveness and efficiency. The Science Council has administered this program, and over $120 million in grants, since 1995. *Fisheries Renewal BC* is a relatively new provincial research program, administered by the Science Council, aimed at improving fish stocks and habitats. *Science & Technology Infrastructure Program* (STIP) was created by the Science Council, in collaboration with Discovery Parks to help applicants develop successful proposals for federal government support (minimum request $250,000). STIP awards can be a maximum of $20,000. *Knowledge Development Fund* (KDF) is managed by the Ministry of Advanced Education, Training & Technology. The fund's purpose is similar to the Canada Foundation for Innovation. The Science Council provides administrative and logistical support for application review.	Technology BC, Forest Renewal and Fisheries Renewal projects all have a clearly defined technical objective (outcome); the historical success rate for achieving this objective is 75% of projects funded. For programs that require participant contributions (Technology BC), the leverage ratio (cash and in-kind contributions) must be at least 1:1.3
	Revenue development encompasses the Science Council's efforts to find alternative sources to compensate for traditional funding reductions.	Feasibility studies on two specific initiatives will be completed during FY02, and implementation recommendations made: creation of a Science Council Foundation with contributions from the private sector, and creation of a venture capital program to support companies successfully completing a Technology BC project.

Goal 3 – Foster Innovative R&D Activities and Measures		
Category	*Activities*	*Measures*
Skills	GREAT and IBM scholarships are administered by the Science Council. GREAT (graduate research, engineering and technology) offers up to $20,000 annually to graduate students conducting research in collaboration with a BC company. IBM Canada Ltd/Pacific Development Centre scholarships support 10 high school students entering a full-time post-secondary institution to study a science-related field.	IBM is committed to funding 10 scholarships annually. At expected FY02 budget levels, GREAT will support 50. Together the programs support 60 students. At expected FY02 budget levels, the total budget for these scholarships is $1.1 million. Only GREAT requires contributions from the companies participating. The leverage ratio (cash and in-kind contributions) from these contributions is 1:1.
Awareness	Update Benchmark High-Tech Sector report issued in 2000. This report was designed as the first step in an ongoing program to assess BC's growth as a high-tech economy against other jurisdictions in North America.	Publication of updated report: secure funding support in 2001, conduct study and publish in 2002.
	Research and Development Hub Initiative was conceived by Science Council volunteers (senior private sector executives), to promote the cost effectiveness and work quality of BC's research sector. The message will be delivered opportunistically by senior BC executives to counterparts in Asia, through the course of their ongoing business interactions.	Having developed an effective message promoting the benefits of BC's R&D capabilities, recruit 20 "champions" from BC businesses to raise the idea with their counterparts in Asia and/or support local promotional efforts with international business leads generated.
	Aquaculture research and development initiative has brought a number of industry and public sector groups together, to establish a mechanism for setting R&D priorities at the industry/provincial level, and then managing the effective use of resources for R&D. To date the group has created a detailed recommendation for the framework under which this work can be conducted.	Funding commitments to support creation of the program framework: $100,000 in FY02, with a minimum leverage ratio (cash and in-kind support) from participating parties of 1:1. With funding in place, the Science Council will work to secure a contract for delivering the program.
	Science Council of BC Awards is the premier event recognizing excellence in the province's science and technology communities. Six awards are given every year, with winners drawn from nominations from around the province.	Increase the number of nominations each year, as this reflects overall awareness of, and appreciation for the role of science and technology in the province.
	Program promotion is tailored to the purposes, needs and target clients of each program.	Ensuring funds available in each program are 100% committed.

Goal 4 – Science & Technology Awareness Activities and Measures		
Category	*Activities*	*Measures*
Programs	High school and science fair student awards are sponsored by the Science Council, through the Science Fair Foundation. One award for each of the province's 13 regions is given every year. Through the province's science teacher association, the Science Council also funds a prize to the top science student in each high school.	Maintain the number of science fair awards given each year (13).
Skills	Research and analysis of key issues relating to employment opportunities and barriers on science and technology. This work supports the province's overall goal of moving to an innovation economy.	Number of studies completed: two new studies per year.
	Initiatives to encourage increased participation by under-represented groups in science and technology careers. This work supports the province's overall goal of moving to an innovation economy. Initiatives typically take the form of events and forums sponsored or supported by the Science Council.	Participant response and rating of events. (Target based on number of responses.)
Awareness	Promoting success stories related to companies or individuals who benefited from Science Council programs and activities.	Earned media: frequency of media coverage that refers to the Science Council within the context of a story (i.e. news or feature).
	Client and market survey assessing perceived value of programs delivered; needs/opportunities for additional support Science Council could provide, etc.	Design and complete a survey of target audiences. Use data to set baseline and targets for satisfaction, response rate, etc.
	Electronic publishing will receive higher priority, to respond more specifically to the unique needs and interests of different Science Council client groups and target audiences.	Number of subscribers for electronic publications; by implication increase in subscriptions will reflect interest/support of readers.
	Increase awareness of science and technology as a business and economic driver in BC. This is one of the Science Council's core activities.	Importance placed on science and technology issues among target audiences will reflect efforts to raise the issues' profile. First step is to define who target audiences are (i.e. the ones that have the greatest influence on other groups), baselining their current awareness of S&T issues, and setting targets for engaging them in these issues.

Goal 4 – Science & Technology Awareness Activities and Measures		
Category	*Activities*	*Measures*
Awareness (continued)	Web site activities will become increasingly important with the shift to electronic publishing, and BC's overall push to promote connectivity around the province.	Number of unique visitors per month will reflect interest in and awareness of Science Council's Web site.
	Science Council of BC Awards is the premier event recognizing excellence in the province's science and technology communities. Six awards are given every year, with winners drawn from nominations from around the province.	Earned media: frequency of media coverage that refers to the awards within the context of a story (i.e. news or feature). Award sponsorship currently makes a significant contribution to the event's cost. Attendance has been at capacity, and this will remain our target.
	Public events organized by Science Council encompass a variety of possible unique and ongoing initiatives, designed to foster some aspect of public awareness around science and technology (e.g. the genomics lectures organized in conjunction with the Canadian Academy for the Advancement of Science in 2000/01).	Attendee satisfaction surveys conducted at the end of each event. (Target based on number of responses.)
	Volunteer recruitment is key to the success and quality of program delivery by the Science Council. The peer review process used to assess applications, and the volunteers who sit on the various committees, contribute valuable expertise from around the province.	The average number of volunteers associated with Science Council activities is 400, and the average volunteer period is three years.